

Message Text

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42 40

ACTION SS-15

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R 101450Z MAR 76

FM AMEMBASSY FREETOWN

TO SECSTATE WASHDC 2758

LIMITED OFFICIAL USE FREETOWN 0710

STADIS////////////////////////////////////

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FOR EAGLEBURGER AND SCHAUFLE FROM AMBASSADOR

E.O. 11652: N/A

TAGS: AMGT

SUBJECT: MANAGING FIXED RESOURCES IN A DYNAMIC ENVIRONMENT

REF: STATE 30667

1. I WELCOME OPPORTUNITY PARTICIPATE IN STOCK-TAKING EXERCISE OUTLINED REFTEL. ALTHOUGH US PRESENCE IN SL IS NOT LARGE, POLITICAL AND ECONOMIC OBJECTIVES OF SOME IMPORTANCE DO EXIST, AS IDENTIFIED IN THE 1975 PARA. MISSION ACTIVITIES, TO THE EXTENT THE SMALL SIZE OF THE OFFICIAL US PRESENCE PERMITS, ARE CONTRIBUTING DIRECTLY TO ADVANCING THOSE OBJECTIVES.

2. REALITIES OF SUCH A SMALL POST AS FREETOWN MAKE TI EXTREMELY DIFFICULT TO FIT CONCEPTUAL OUTLINE OF DETAILED ANALYSIS REQUESTED. FOR EXAMPLE, IT NOW POSSIBLE ANALYZE FUNCTIONS BY SECTION WHEN ENTIRE OFFICER LEVEL COMPLEMENT CONSISTS OF FOUR PERSONS (MYSELF, DCM, ADMIN OFFICER, AND FIRST-TOUR ECON/CONSULAR OFFICER) AND ONLY SECTION WITH CLEAR DEFINITION IN TERMS OF PERSONNEL IS ADMIN, WITH CONSULAR NEXT CLOSEST. STAFFING PATTERN DOES NOT PERMIT SEPARATE ANALYSIS OF POLITICAL AND
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ECONOMIC SECTIONS SINCE THEY DO NOT EXIST AS SUCH.

EMBASSY HAS NO CONSTITUENT POSTS. I HAVE CONSEQUENTLY ALTERED FRAMEWORK OF REQUESTED ANALYSIS TO DESCRIBE MOST ESSENTIAL FUNCTIONS BY OFFICER, WITH ASSOCIATED FSS'S AND FSL'S, RATHER THAN BY SECTION. IN THIS REGARD, AND WITH REFERENCE TO PARA 4 REFTL, MIX OF MAN-YEARS DEVOTED TO EACH FUNCTION, I.E., POLITICAL, ECONOMIC, TRADE AND US BUSINESS PROMOTION, OTHER AGENCY ACTIVITIES (ONLY USIS WITH ONE OFFICER, NOT COUNTING REGIONAL YOUTH OFFICER WHO RARELY PRESENT, AND 7 FSL'S AND PEACE CORPS ARE REPRESENTED HERE WITH EMBASSY STAFF HANDLING AID LOAD), CONSULAR, AND ADMINISTRATIVE SUPPORT IS, EXCEPT FOR ADMINISTRATIVE AND OTHER AGENCY ACTIVITIES, IN CONSTANT FLUX FROM DAY TO DAY, DEPENDING ON PRESSURES OF MOMENT SUCH AS EXTENT OF VISA LOAD, NUMBER OF OFFICIAL OR BUSINESS VISITORS ON HAND, LOCAL POLITICAL OR ECONOMIC DEVELOPMENTS REQUIRING CONTACT WORK OR REPORTING, AND INCIDENCE OF REPORTING REQUIREMENTS LEVIED ON WORLD-WIDE BASIS BY DEPARTMENT, AID/W OR OTHER USG AGENCIES. SINCE THESE DEMANDS, WITH POSSIBLE LIMITED EXCEPTION IN VISITOR LOAD, NOT CONTROLLABLE BY POST, EMBASSY'S SUBSTANTIVE WORKLOAD IS MET BY CONSTANT JUGGLING OF THE TIME OF WHICHEVER OF THE THREE SUBSTANTIVE OFFICERS, INCLUDING MYSELF, IS MOST FREE TO PERFORM IT AT THE TIME. CONSEQUENTLY, AT ANY PARTICULAR MOMENT, ECONOMIC WORK MAY BE DONE BY ECON/CONSULAR OFFICER, MYSELF OR DCM, POLITICAL WORK BY MYSELF OR DCM, CONSULAR BY ECON/CONS OFFICER OR DCM, AND ASSISTANCE PROGRAM OPERATIONS BY ANY ONE OF THREE. MAXIMUM FLEXIBILITY IS BOTH CALLED FOR AND REQUIRED. I SEE NO WAY THAT EMBASSY COULD REPROGRAM POSITIONS TO MAKE THEM MORE RELEVANT TO US OBJECTIVES OR USEFULNESS IN ATTEMPTING TO DO SO. EMBASSY IN EFFECT DOES THIS ALREADY ON A DAILY BASIS. IN FACT, I BELIEVE ONE MORE OFFICER SHOULD BE ADDED TO COMPLEMENT TO ALLOW EMBASSY PERFORM ITS RESPONSIBILITIES BETTER.

3. SIX BASIC FUNCTIONS OR ACTIVITIES OF EACH OFFICER, WITH ASSOCIATED FSS'S AND FSL'S RANKED IN ORDER OF LIMITED OFFICIAL USE

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ESSENTIALITY AND ALLOCATED BY TENTHS OF MAN-YEARS, CONSIDERED BE AS FOLLOWS:

A. AMBASSADOR (ASSISTED BY ONE FSS SECRETARY):

FUNCTION	TENTHS OF MAN YEARS
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1) PROGRAM DIRECTION	1
2) POLITICAL ANALYSIS, REPORTING, REPRESENTATION	3

3) ECONOMIC ANALYSIS,
REPORTING, REPRESENTATION 2
4) OTHER AGENCY ACTIVITIES 2
5) PROMOTION US BUSINESS
INTERESTS 1
6) POST AND FS ADMINISTRATION 1

B. DCM (ASSISTED BY ONE FSS SECRETARY, SHARED
WITH ECON/CONSULAR OFFICER AND FOR CLASSIFIED
MATERIAL WITH ADMIN OFFICER AND PAO):

1) PROGRAM DIRECGTION (INCLUDING
SUPERVISION MISSION OPERATIONS
AND PERIODS AS CHARGE) 1
2) ECON AND TECHNICAL ASSISTANCE
ACTIVITIES 5
3) POLITICAL ANALYSIS, REPORTING
REPRESENTATION 1
4) ECON ANALYSIS, REPORTING,
REPRESENTATION 1
5) CONSULAR ACTIVITIES (SUPERVISION/
OPERATIONS) 1
6) POST AND FS ADMINISTRATION 1

C. ADMIN OFFICER (ASSISTED BY CRO AND TELECOMMS
ASST AND FSO STAFF OF 20):

1) GENERAL SERVICES 4
2) BUDGET AND FISCAL 2
3) SAS 1
4) PERSONNEL 2
5) COMMUNICATIONS/RECORDS 0.5 (PLUS 2 FSS MAN- YEARS)
6) SECURITY 0.5

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D. ADMIN SECTIONS FSLS (FSL MAN-YEARS)

1) GENERAL SERVICES 11
2) BUDGET & FISCAL 5
3) SAS 1.5
4) PERSONNEL 1
5) COMMUNICATIONS/RECORDS 1
6) SECURITY .5

E. ECON/CONSULAR OFFICER (ASSISTED BY 2 FSLs PROVIDING
1.3 MAN-YEARS IN CONSULAR AND 0.7 MAN-YEARS IN
ECONOMIC/COMMERCIAL)

1) CONSULAR ACTIVITIES 5
2) ECONOMIC ANALYSIS, REPORTING 1.5
3) TRADE PROMOTION AND OTHER COMMERCIAL 1
4) ADMINISTRATION OF SPECIAL

SELF-HELP FUND 2
5) OTHER ECON/TECHNICAL ASSISTANCE
OPERATIONS 0.5
6) BIOGRAPHIC REPORTING MINIMAL

4. ABOVE MIX EXPECTED CHANGE WITH FORTHCOMING
STATIONING OF AID AFFAIRS OFFICER IN FREETOWN UNDER
TECHNICAL SUPERVISION OF USAID/LIBERIA, BUT REPRESENTS
BEST ESTIMATE OF DIVISION WORKLOAD OF EACH OFFICER
PAST YEAR. MAJOR CHANGE WILL BE REDUCTION OF TIME
NOW SPENT BY DCM ON ECONOMIC AND TECHNICAL ASSISTANCE
ACTIVITIES, PERMITTING HIM DEVOTE MORE TIME TO
POLITICAL AND ECONOMIC FUNCTIONS.

5. LEAST ESSENTIAL FUNCTIONS OR ACTIVITIES FROM
POINT OF VIEW MISSION'S PRIORITIES CONSIDERED TO BE:

A. PUBLICATIONS PROCUREMENT, GRAPHICS, MAPS,
ETC;

B. PLBRL;

C. WORLD-WIDE DATA COLLECTION EFFORTS FOR
WASHINGTON AGENCIES.

6. POST TECHNICAL HAS TOTAL S&E COMPLEMENT OF
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EIGHT AMERICANS BUT ONE OF THESE IS TELECOMMUNICATOR.
I ASSUME THEREFORE POST CONSIDERED TO EFFECTIVELY
HAVE 7 S&E AMERICANS AND NOT REQUIRED RESPOND TO
PARA 7 REFTEL. HOWEVER, ONLY POSSIBLE PROSPECTS
I COULD SEE FOR REDUCTION OF AMERICAN STAFF WOULD
BE A) TO SWITCH TO SOME ALTERNATIVE AND LESS
SATISFACTORY COMMUNICATIONS SYSTEM, COMBINING CRO
AND TELECOMMUNICATOR INTO ONE SLOT, OR B) REDUCING
FROM TOTAL TWO AMERICAN SECRETARIES TO ONE. EITHER
ALTERNATIVE WOULD FORCE SIGNIFICANT REDUCTION, FOR
PURELY MECHANICAL REASONS, IN PACE AT WHICH POST
NOW OPERATES AND POST WOULD SIMPLY HAVE TO STOP
RESPONDING TO MANY NON-CONSULAR, NON-ADMIN DEMANDS
ON ITS TIME. IN FACT, POST NEEDS ONE MORE OFFICER.
SAMUELS

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